



December 29, 2014

To: Prospective Consultants

The City of Rochester is pleased to announce a request for proposal (RFP) for a **Citywide Strategic Management Plan**. The City of Rochester requests proposals from qualified individuals or organizations to develop a strategic management plan, scorecard development, departmental accountability and a communications plan.

Proposals must be received for review and evaluation by the City of Rochester no later than **4:00pm Eastern Standard Time on Friday, January 23, 2015**. Proposals received after this deadline will not be accepted.

Proposals must be sealed and labeled on the outside of the package to clearly indicate they are in response to the City's **Citywide Strategic Management Plan** RFP. Six (6) printed copies of the proposal and any supporting documentation, along with one electronic copy of the proposal on a CD should be mailed or delivered to: City Hall, 30 Church Street, Room 205A, Rochester, NY 14614. Proposals submitted by facsimile or other electronic means will not be accepted.

Attached are response specifications and guidelines including a timeline and proposal evaluation criteria. If you have any questions regarding the RFP, please contact Brittaney Wells at 585-428-6066 or by email at [wellsb@cityofrochester.gov](mailto:wellsb@cityofrochester.gov).

Thank you in advance for your consideration of this request.



## REQUEST FOR PROPOSAL

### **Citywide Strategic Management Plan**

City of Rochester  
Mayor's Office

**Release date: December 29, 2014**

**Date Due: January 23, 2015**

#### **PURPOSE**

The City of Rochester is pleased to announce a request for proposal (RFP) for a **Citywide Strategic Management Plan**. The City of Rochester requests proposals from qualified individuals or organizations to develop a strategic management plan, scorecard development, a format for departmental accountability, and a communications plan.

The City has 3 primary goals for this study:

- 1) To outline the Mayor's vision and goals.
- 2) To identify projects and operational plans needed to achieve the goals.
- 3) To develop a dashboard and/or scorecards with measures that will demonstrate progress towards the Mayor's vision to employees, to City Council, and to the public.

The City will cooperate fully with the Consultant in sharing of data, information, and insight about current operations.

#### **SCOPE OF SERVICES**

The scope of work for the proposed study includes the following major components:

- 1) Work with the Mayor and her Senior Management Team to develop a vision statement with goals, objectives, and operational plans to achieve the vision.
- 2) Develop a citywide dashboard and departmental scorecards to provide staff and leadership with a visual marking of progress on specific operational plans. Metrics included in the dashboard and scorecards will show progress towards objectives defined in step 1. The dashboard and scorecards should be designed in such a way that city staff will be able to maintain them internally for future data updates.
- 3) Communicate the progress internally and externally. Internal employees should be aware of their role in achieving progress towards the Mayor's goals, and City Council and the public have a vested interest in the City's progress as well.

#### **DELIVERABLES**

The City of Rochester seeks the following deliverables from the selected Consultant:

- 1) A schedule for regular meetings with the Consultant and the City's Strategic Management Plan Steering Committee to ensure consistency in planning and coordination of all components of the analysis, including a kick-off meeting and a final presentation.
- 2) Provision of a detailed Project action plan, including a timeline of all stages in the scope of services, and a proposed breakdown of roles and responsibilities of the Consultant and the City/Steering Committee.
- 3) A document with the Mayor's vision, goals, objectives

- 4) A citywide dashboard and departmental scorecards, which become the property of the City of Rochester upon completion of the defined contract period.
- 5) A communications plan and product for internal and external dissemination of the Strategic Management Plan and all its components.

## **COST**

The City's award will not exceed \$80,000.

## **METHOD OF AWARD**

A Proposal Review Committee will be established to review all submitted proposals. The City anticipates a single source award. However, the City reserves the right to make a multiple source award if it is determined to be in the best interest of the City. The Review Committee may interview the respondents with the top-rated proposals, however, a Consultant may be chosen without any interviews.

## **AGREEMENT TERMS**

The Project is scheduled to begin in February 2015, and to run through December 2015. The chosen Consultant will be required to enter into a Professional Services Agreement (PSA) with the City. A copy of the City's standard PSA form is attached hereto as Attachment A. Please note that all Professional Services Agreements over \$10,000 are subject to City Council authorization. The City Council meeting for February is scheduled for February 18, 2015. Any contract of \$50,000 or more is also subject to the City's Living Wage Ordinance.

## **SUBMISSIONS**

Proposals must be submitted by Friday, January 23, 2015. The Review Committee will select the preferred proposal by February 6th. A request for approval for a professional services agreement with the selected Consultant is expected to be submitted to City Council for their consideration at their February 2015 meeting.

Proposals should be submitted to:

Brittaney Wells  
Executive Staff Assistant  
City of Rochester  
30 Church Street, Room 205A  
Rochester, NY 14614  
wellsb@cityofrochester.gov  
585-428-6066

The City of Rochester will make every effort to adhere to the following schedule. However, changes to the schedule may be made in the City's sole discretion:

<b>What</b>	<b>Who</b>	<b>Deadline</b>
Issue RFP	Mayor's Office	December 29, 2014
Questions due	Consultants	January 9, 2015
Questions answered	Mayor's Office	January 16, 2015
Submission of Proposals	Consultants	January 23, 2015
Selection of Consultant	Review Committee	February 6, 2015
City Council Vote	City Council	February 18, 2015
Contract Award	Office of Management and Budget	February 20, 2015
Contract Completion		November 31, 2015

***Submission of Written Questions***

The sole City contact person for this RFP is Brittany Wells. Potential Consultants may submit written questions or requests for clarification of this RFP until close of business on Friday, January 9, 2015. If you wish to receive the response to all questions, even if you do not submit a question, please email Brittany Wells. All written questions as well as requests for responses to written questions must be emailed to Brittany Wells at wells@cityofrochester.gov.

***Response to Written Questions***

Responses to written questions will be distributed by e-mail on January 16, 2015 to all potential Consultants who have provided an e-mail address to Brittany Wells by that date.

***Submission of Proposals***

Consultants may submit only one proposal. The date and time of receipt will be recorded on each proposal. Proposals must be sealed and labeled on the outside of the package to clearly indicate that they are in response to the **Citywide Strategic Management Plan**.

Six (6) printed copies of the proposal and any supporting documentation, along with one electronic copy of the proposal on a CD should be mailed or delivered to: Brittany Wells, City Hall, 30 Church Street, Room 205A, Rochester, NY 14614. Proposals submitted by facsimile or other electronic means will not be accepted.

***Proposal Evaluation***

The evaluation of proposals will be performed by a Review Committee (evaluation criteria can be found later in this document). The sole objective of the Review Committee is to score the responses and recommend the Consultant whose proposal is most advantageous to the City of Rochester, taking into consideration the evaluation factors set forth herein. During this time Committee members may initiate discussions with Consultants who submit responsive or potentially responsive proposals for the purpose of clarifying aspects of the proposal, but proposals may be accepted and evaluated without such discussion. Discussions shall not be initiated by the Consultants. The selection of a Consultant is within the City's sole discretion and no reasons for rejection or acceptance of proposals are required to be given. The decision will be based on qualifications and not solely on cost.

***Finalized Contract***

The Review Committee will recommend the Consultant whose proposal most closely meets the evaluation criteria and upon City Council vote and approval the City will negotiate and enter into a PSA with the chosen Consultant. In the event that mutually agreeable terms cannot be reached within the time specified, the City reserves the right to enter into a PSA with the next most advantageous Consultant without undertaking a new procurement process.

***Withdrawal of RFP and Incurred Costs***

The City may withdraw this RFP at any time and for any reason. Any cost incurred by the Consultant in preparation, transmittal, or presentation of any proposal or material submitted in response to this RFP shall be borne solely by the Consultant.

***Prime Contractor Responsibility***

Any contract that may result from this RFP shall specify that the Consultant is solely responsible for fulfillment of the contract with the City. The City will make contract payments to only the Consultant.

***Subcontractors***

Use of subcontractors must be clearly explained in the proposal, and major subcontractors must be identified by name. The Consultant shall be wholly responsible for the entire performance whether or not subcontractors are used.

***Consultant's Right to Withdraw Proposal***

Consultants may withdraw their proposals at any time prior to the deadline for receipt for proposals. The Consultant must submit a written withdrawal request signed by the Consultant's duly authorized representative addressed to Brittaney Wells.

***Proposal Ownership***

All materials submitted with the proposal shall become the property of the City and will be subject to the NYS Freedom of Information Law (FOIL). If any proprietary information is submitted with the proposal, it must be clearly identified and a request to keep such information confidential must be submitted.

**PROPOSAL FORMAT**

The proposal must be organized and indexed in the following format and must contain, at a minimum, all listed items in the sequence indicated:

- a) Letter of Transmittal
- b) Proposal Summary (optional)
- c) Proposal
- d) Experience
- e) References
- f) Cost Response
- g) Supporting Documentation (if needed)

All discussion of proposed costs, rates, or expenses must occur only in the cost response section.

***Letter of Transmittal***

Each proposal must be accompanied by a letter of transmittal. This letter must:

- a) Identify the submitting organization;
- b) Identify the name and title of the person authorized by the organization to contractually obligate the organization;
- c) Identify the names, titles, email addresses, and telephone numbers of persons to be contacted for clarification if necessary;
- d) Be signed by the person authorized to contractually obligate the organization;
- e) Acknowledge receipt of any and all amendments to this RFP.

***Proposal***

The proposal should provide sufficient detail about the Consultant's suggested approach to each element in the scope of services and for each deliverable listed earlier in this RFP.

***Experience***

Consultants must submit a statement of relevant experience. The documentation must thoroughly describe how the Consultant has supplied expertise for similar contracts and work. Background, qualifications, education, training, and years of experience for principal personnel as well as other personnel to be assigned to the proposed project shall be included. Indication of special skills or strengths should also be submitted, if applicable.

***References***

Proposals must include three (3) external client references from clients who received similar services. The minimum information that must be provided about each reference is:

- a) Name of individual or organization for whom services were provided
- b) Address of individual or organization
- c) Name of contact person
- d) Telephone number of contact person
- e) Type of services provided and dates services were provided
- f) Accomplishments achieved for said client

#### *Cost Response*

A proposed fee schedule for services must accompany the submitted proposal. Please estimate the number of hours to be spent providing the services identified in the scope of services, by major component from the scope of services, and a blended hourly rate. Also provide the individual hourly rates for all staff that will provide the services identified.

#### **EVALUATION CRITERIA**

The following is a summary of proposal evaluation criteria.

- (1) Proposal: The Consultant's description of its approach to the elements listed in the Scope of Services and Deliverables sections of this RFP. Points will be awarded for overall approach and the demonstration of understanding of the scope of the project.
- (2) Experience: The Consultant's relevant experience in preparing strategic management plans with staff and leadership input, particularly for cities.
- (3) Cost: The total cost of the Consultant's proposal. The City will not necessarily select the lowest bidder.
- (4) References: Evaluation of the Consultant's work for previous clients receiving similar services to those proposed in this RFP.
- (5) Key Principal(s) Commitment to the Project: Points will be awarded based upon the amount of time key principal(s) will commit to this project.

Please note that the City favors contracting with firms located in the City of Rochester and a preference will be given to consultants located in the City of Rochester through an additional weighting of 10%. Non-local firms may wish to consider partnerships or other collaborative arrangements with local firms as a strategy to address this criterion.

**ATTACHMENT A  
AGREEMENT FOR  
PROFESSIONAL SERVICES**

**THIS AGREEMENT**, is made this \_\_, day of \_\_\_\_\_, 2015, by and between the **CITY OF ROCHESTER**, a municipal corporation having its principal office located at City Hall, 30 Church Street, Rochester, New York 14614, herein after referred to as the "City" and \_\_\_\_\_ with offices located at \_\_\_\_\_, hereinafter to as the "Consultant".

**WITNESSETH:**

**WHEREAS**, the City desires to secure the professional services of a Consultant to provide \_\_\_\_\_, hereinafter referred to as "the Project", and

**WHEREAS**, the Consultant has the necessary equipment, personnel and expertise to perform the Project.

**NOW THEREFORE**, in consideration of the terms and conditions contained herein, the parties do covenant and agree as follows:

**SECTION 1.      DESCRIPTION OF CONSULTANT'S SERVICES**

**A.**

**SECTION 2.      CITY RESPONSIBILITIES**

**SECTION 3.      TERM**

The duration of the agreement will be from \_\_\_\_\_

**SECTION 4.      FEE**

**SECTION 5.      AUTHORIZED AGENT FOR THE CITY AND THE CONSULTANT**

**A.**      The City hereby designates:

**B.**      The Consultant hereby designates:

or their authorized representatives in case of absence, as Authorized Agents of the City and of the Consultant for receipt of all notices, demands, vouchers and other communications and all orders, permissions, and directions pursuant to this Agreement, which shall be sufficiently communicated, given and/or delivered if dispatched by registered or certified mail, postage prepaid, or delivered personally to the authorized agents designated herein. The parties reserve the right to designate other or additional agents upon written notice to the other party which shall be signed by the Authorized Agent of the requesting party.

## **SECTION 6. INDEMNIFICATION**

The Consultant hereby agrees to defend, indemnify and save harmless the City of Rochester against any and all liability, loss, damage, suit, charge, attorney's fees and expenses of whatever kind or nature which the City may directly or indirectly incur, or be required to pay by reason or in consequence of the intentionally wrongful or negligent act or omission of the Consultant, its agents, employees or contractors. If a claim or action is made or brought against the City and for which the Consultant may be responsible hereunder in whole or in part, then the Consultant shall be notified and shall handle or participate in the handling of the defense of such matter.

## **SECTION 7. WORKERS' COMPENSATION AND DISABILITY BENEFITS INSURANCE**

This Agreement shall be void and of no effect unless the Consultant shall secure compensation for the benefit of, and keep insured during the life of this Agreement, any and all employees as are required to be insured under the provisions of the Workers' Compensation Law of the State of New York or the state of the Consultant's residence, whichever may apply. The Consultant shall provide proof to the City, duly subscribed by an insurance carrier, that such Workers Compensation coverage has been secured. In the alternative, Consultant shall provide proof of self-insurance or shall establish that Workers' Compensation coverage is not required by submitting the then current and required New York State Workers' Compensation Board's form.

## **SECTION 8. EQUAL OPPORTUNITY**

### **A. General Policy**

The City of Rochester, New York reaffirms its policy of Equal Opportunity and its commitment to require all contractors, lessors, vendors and suppliers doing business with the City to follow a policy of Equal Opportunity, in accordance with the requirements set forth herein. The City further does not discriminate on the basis of disability, in admission or access to, or treatment or employment in its programs and activities. The City is including these policy statements in all bid documents, contracts, and leases. Contractors, lessors, vendors and suppliers shall comply with all State and Federal Equal Opportunity laws and regulations.

### **B. Definitions**

GOOD FAITH EFFORT - shall mean every reasonable attempt to comply with the provisions of this policy by making every reasonable effort to achieve a level of employment of minority groups and female workers that is consistent with their presence in the local work force.

MINORITY GROUP PERSONS - shall mean a person of Black, Spanish surname American, Asian American or American Indian ethnic or racial origin and identity.

### **C. Compliance**

The Consultant shall comply with all of the following provisions of this Equal Opportunity Requirement:

1. The Consultant shall not discriminate on the basis of age, race, creed, color, national origin, sex, sexual orientation, disability or marital status in the performance of services or programs pursuant to this agreement. The Consultant agrees to make a good faith effort to employ minority group persons and females and that in hiring employees and treating employees performing work under this Agreement or any subcontract hereunder, the Consultant, and its subcontractors, if any, shall not, by reason of age, race, creed, color, national origin, sex, sexual orientation, disability or marital status discriminate against any person who is qualified and available to perform the work to



which the employment relates. The Consultant agrees to take affirmative action to ensure that applicants are employed and that employees are treated during their employment, without regard to their race, color, religion, sex, age or national origin. Such actions shall include, but not be limited to the following: employment, upgrading, demotions or transfers, recruitment and recruitment advertising, layoffs, terminations, rates of pay and other forms of compensation, and selection for training, including apprenticeship. The Consultant agrees to post notices in conspicuous places available to employees and applicants for employment, and to include language in all solicitations or advertisements for employment placed by or on behalf of the Consultant, reflecting this nondiscrimination policy.

2. If the Consultant is found guilty of discrimination in employment on the grounds of age, race, creed, color, national origin, sex, sexual orientation, disability or marital status by any court or administrative agency that has jurisdiction pursuant to any State or Federal Equal Opportunity Laws or regulations, such determination will be deemed to be a breach of contract, and this Agreement will be terminated in whole or part without any penalty or damages to the City on account of such cancellation or termination, and the Consultant shall be disqualified from thereafter selling to, submitting bids to, or receiving awards of contract with the City of Rochester for goods, work, or services until such time as the Consultant can demonstrate its compliance with this policy and all applicable Federal and State Equal Opportunity laws and regulations.
3. The Consultant shall cause the foregoing provisions to be inserted in all subcontracts, if any, for any work covered by this Agreement so that such provisions will be binding upon each subcontractor, provided that the foregoing provisions shall not apply to subcontracts for standard commercial supplies or raw materials.

## **SECTION 9. COMPLIANCE WITH ALL LAWS**

The Consultant shall familiarize itself and comply with all applicable laws, ordinances and regulations of all federal, state and municipal governments or the legally constituted agencies thereof.

## **SECTION 10. AUDIT**

The Consultant agrees that to the extent provisions of the Federal Acquisition Regulations apply to services provided by Consultant under this Agreement, the City shall, until the expiration of three (3) years after final payment, have access to and the right to examine any directly pertinent books, documents, papers and records of the Consultant and of any of the subcontractors engaged in the performance of and involving transactions related to this Agreement or any subcontracts. In all other instances, the City shall have the right during the term of this Agreement, and up to one (1) year thereafter, to inspect all relevant records related to invoices submitted by Consultant or Fee modifications requested by Consultant.

## **SECTION 11. PROHIBITION AGAINST ASSIGNMENT**

The parties are prohibited from assigning, transferring, conveying, subletting or otherwise disposing of this Agreement or any of its contents, or of any right, title or interest therein, or of the power to execute this Agreement, to any other person or corporation without the previous consent, in writing, of both parties. However, Contractor may assign its rights to receive payment upon prior written approval of the City unless otherwise prohibited by law.

## **SECTION 12. OBLIGATIONS LIMITED TO FUNDS AVAILABLE**

The parties specifically agree that the Consultant's duty to perform work under this agreement and the City's obligation to pay for that work, including any out-of-pocket and subcontracting expenses

of the Consultant, shall be limited to the amount of money actually appropriated by the City Council and encumbered (i.e., certified as being available) for this Project by the City Director of Finance (or his authorized deputy). This provision shall limit the parties' obligation to perform even though this Agreement may provide for the payment of a fee greater than the appropriated and encumbered amount.

### **SECTION 13. EXTENT OF AGREEMENT**

This Agreement constitutes the entire and integrated Agreement between and among the parties hereto and supersedes any and all prior negotiations, agreements and conditions, whether written or oral. Any modification or amendment to this Agreement shall be void unless it is in writing and subscribed by the party to be charged or by the party's authorized agent.

### **SECTION 14. STATUS AS INDEPENDENT CONTRACTOR**

The Consultant, as an independent contractor, covenants and agrees to conduct the work under this Agreement consistent with such status. The Consultant shall neither pretend nor claim to be an officer or employee of the City by reason hereof, nor make any claim, demand or application to or for any right or privilege applicable to an officer or employee of the City, including but not limited to Workers' Compensation coverage, unemployment insurance benefits, social security coverage or retirement membership or credit.

### **SECTION 15. LAW**

This Agreement shall be governed by and under the laws of the State of New York. In the event that a dispute arises between the parties, venue for the resolution of such dispute shall be the County of Monroe, New York.

### **SECTION 16. NO-WAIVER**

In the event that the terms and conditions of this Agreement are not strictly enforced by the City, such non-enforcement shall not act as or be deemed to act as a waiver or modification of this Agreement, nor shall such non-enforcement prevent the City from enforcing each and every term of this Agreement thereafter.

### **SECTION 17. SEVERABILITY**

If any provision of this Agreement is held invalid by a court of law, the remainder of this Agreement shall not be affected thereby if such remainder would then continue to conform to the laws of the State of New York.

### **SECTION 18. DEBARMENT AND SUSPENSION**

The Consultant certifies, by the signing of this Agreement that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this Agreement by any Federal department or agency. Assistance under this part shall not be used directly or indirectly to employ, award contracts to, or otherwise engage the services of, or fund any contractor or sub recipient during any period of debarment, suspension, or placement in ineligibility status under the provisions of 24 CFR Part 24.

### **SECTION 19. TERMINATION FOR DEFAULT**

The performance of work under this Agreement may be terminated by the parties in accordance with this clause in whole, or from time to time in part, whenever either party shall default in the

performance of this Agreement in accordance with its terms. Upon termination due to City's default, Consultant shall be paid that part of the fee proportionate to the amount of services provided by Consultant under this Agreement as of the date of default. Upon termination due to Consultant's default, the City may take over the work to be performed and complete the same by contract or otherwise, and the Consultant shall be liable to the City for any excess cost occasioned thereby.

## **SECTION 20. LIVING WAGE REQUIREMENTS**

### **A. Applicability of Living Wage Requirements**

This section shall apply and the Consultant shall comply with the requirements of Section 8A-18 of the Municipal Code of the City of Rochester, known as the "Rochester Living Wage Ordinance", in the event that payments by the City to the Consultant under this Agreement are equal to or greater than \$50,000, or involves retention by the Consultant of fees equal to or greater than \$50,000 during a period of one year. If this Agreement is amended to increase the amount payable hereunder to a value equal to or greater than fifty thousand dollars (\$50,000) during a period of one year, then any such amendment shall be subject to Section 8A-18.

### **B. Compliance**

The Consultant shall pay no less than a Living Wage to any part-time or full-time Covered Employee, as that term is defined in Section 8A-18B, who directly expends his or her time on this Agreement, for the time said person actually spends on this Agreement. Living Wage, as set forth in this Agreement, shall be the hourly amount set forth in Section 8A-18(C)(2), and any adjustments thereto, which shall be made on July 1 of each year and shall be made available in the Office of the City Clerk and on the City's website, at [www.cityofrochester.gov](http://www.cityofrochester.gov). Consultant shall also comply with all other provisions of Section 8A-18, including but not limited to all reporting, posting and notification requirements and shall be subject to any compliance, sanction and enforcement provisions set forth therein.

### **C. Exemption**

This section shall not apply to any of Consultant's employees who are compensated in accordance with the terms of a collective bargaining agreement.

## **SECTION 21. COMPLIANCE WITH MACBRIDE PRINCIPLES**

The Consultant agrees that it will observe Ordinance No. 88-19 of the City of Rochester, which condemns religious discrimination in Northern Ireland and requires persons contracting to provide goods and services to the City to comply with the MacBride Principles. A copy of the MacBride Principles is on file in the Office of the Director of Finance.

IN WITNESS WHEREOF, the parties have duly executed this Agreement on the date first written above.

## **CITY OF ROCHESTER**

BY: \_\_\_\_\_  
Lovely A. Warren - Mayor City of Rochester

## CONSULTANT

\_\_\_\_\_  
Name:

Taxpayer Id. No.:

STATE OF NEW YORK)  
COUNTY OF MONROE) SS:

On this \_\_\_\_\_ day of \_\_\_\_\_, 2015, before me the subscriber, Lovely A Warren, personally known, who being by me duly sworn, did depose and say that she resides in the City of Rochester; that she is the Mayor City of Rochester, the municipal corporation described in and which executed the above instrument; and that she signed her name to the foregoing instrument by virtue of the authority vested in her by the laws of the State of New York and the local laws and ordinances of the City of Rochester.

\_\_\_\_\_  
Notary Public

STATE OF NEW YORK)  
COUNTY OF MONROE) ss.:

On the \_\_\_\_\_ day of \_\_\_\_\_, 2015, before me, the undersigned, a Notary Public in and for said State, personally appeared \_\_\_\_\_, personally known to me or proved to me on the basis of satisfactory evidence to be the individual(s) whose name(s) is (are) subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their capacity(ies), and that by his/her/their signature(s) on the instrument, the individual(s), or the person upon behalf of which the individual(s) acted, executed the instrument.

\_\_\_\_\_  
Notary Public